United Nations system CEB/2012/1

Chief Executives Board for Coordination

4 June 2012

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First regular session of 2012
Geneva, 13 April 2012

Summary of conclusions

I. Introduction

1. The first regular session of the United Nations System Chief Executives Board for Coordination (CEB) of 2012, chaired by the Secretary-General, was held at the International Telecommunication Union (ITU) headquarters in Geneva in the morning of 13 April 2012.

2. Following the conclusion of the session, a private meeting of the Board was held at the World Meteorological Organization (WMO) headquarters in the afternoon of 13 April, during which the Board considered the political, economic, social and human rights issues on the agenda of the United Nations.

3. A CEB retreat was held on 14 April at the Hotel Mirador Kempinski in Mont Pèlerin. Executive heads had an exchange of views on youth and sustainable development.

4. The present report covers the outcome of the first regular session of CEB of 2012, which was held during the morning of 13 April.

5. The agenda of the first regular session was as follows:

1. Adoption of the agenda.
2. Reports of the CEB high-level committees:
   (a) High-level Committee on Programmes;
   (b) United Nations Development Group;
   (c) High-level Committee on Management.

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- System-wide action plan on gender equality and the empowerment of women.
- Review of the Board's role and functioning (second phase).

3. Issues of system-wide concern: final preparations for the United Nations Conference on Sustainable Development.

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4. Other matters:

(a) United Nations Office on Drugs and Crime Institutional Integrity Initiative;

(b) Nomination of a new Chair of the High-level Committee on Management;

(c) Dates and venues of future CEB sessions;

(d) Tribute to departing members.

II. Reports of the high-level committees

A. High-level Committee on Programmes

6. The Chair of the High-level Committee on Programmes, Achim Steiner, Executive Director of the United Nations Environment Programme (UNEP), introduced the report of the Committee on its twenty-third session. He noted that the central focus of the Committee, which had a very full agenda, was on sustainable development, a key priority for the second term of the Secretary-General, and an area where the United Nations system needed to work synergistically, coherently and effectively. He noted that he would introduce the specific deliverables considered by the Committee during his briefing on final preparations for the United Nations Conference on Sustainable Development (Rio+20) (see paras. 79 to 113, below).

7. Mr. Steiner prefaced his report by noting that the Committee had taken up a number of items that required not only the framing of a coherent approach to an issue, but also the reconciliation of different views with regard to conceptual approaches or institutional mandates. Such work, in his view, reflected the confidence displayed by organizations in bringing forward issues of a system-wide nature to ensure greater policy coherence.

8. He recalled that at the session of CEB held during the fourth quarter of 2011, the Executive Director of the United Nations Population Fund (UNFPA) had drawn the Board's attention to the implications of a world of 7 billion people. The Committee took up the appeal to address this issue, and agreed that, under the leadership of UNFPA, the United Nations system would work on a position paper on mainstreaming population dynamics, with clear deliverables that CEB could review at its session during the second quarter of 2013.

9. The Committee also considered the matter of international migration and development, in response to the request of the General Assembly for comprehensive United Nations system-wide preparation for the 2013 General Assembly High-level Dialogue on International Migration and Development. Taking into consideration forthcoming consultations with the Global Migration Group, and building on the Group's expertise and leadership in international migration issues, the Committee considered a recommendation aimed at developing a set of outcomes and actions related to the 2013 event. The discussions identified a number of issues, including assessing the lessons learned since the 2006 General Assembly High-level Dialogue on International Migration and Development in responding to the opportunities and challenges of international migration, and in building collaboration and partnerships.

10. Mr. Steiner noted that subsequently, on 12 April 2012, the Global Migration Group had held a meeting that looked into this issue. Given the views expressed, he had consulted further with executive heads on the best way forward for the United Nations system. On that basis, he suggested that CEB might wish to welcome the recommendation of the High-level Committee on Programmes that UNFPA and the International Organization for Migration (IOM) be invited to prepare, in collaboration with the Global Migration Group, a set of draft outcomes and recommendations on migration in preparation for the 2013 High-level Dialogue on International Migration and Development. CEB might also wish to propose that UNFPA and IOM, in collaboration with the Group, complete its analysis by the end of 2012, in order to allow the Committee time to provide for system-wide consultation in preparation for the CEB session to be held during the second quarter of 2013.

11. The Chair recalled that the Committee had also followed up on the presentation by the High Commissioner for Human Rights to the Board at its session during the fourth quarter of 2011, which had drawn collective attention to the important issue of human rights-based policy coherence. Indeed, there was overwhelming support for the regular inclusion of a human rights item in the Committee's agenda, under the continued leadership of the Office of the United Nations High Commissioner for Human Rights (OHCHR), as well as for a more systematic integration of human rights issues in the system's joint messaging and advocacy. He counted on the efforts of OHCHR to help the Committee sharpen its contribution in this regard.

12. Mr. Steiner was especially pleased to inform CEB that the Committee had resoundingly endorsed the efforts, under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in preparation for the United Nations system-wide action plan on gender equality and the empowerment of women. The Committee's report highlighted the extent to which it had identified this effort as truly exemplary in terms of the inclusive and collaborative efforts made by UN-Women in achieving high-quality results and system-wide ownership. Rarely had he seen such unanimity on the excellence of the convening, facilitating and coordinating provided. The Committee very much looked forward to the implementation of the system-wide action plan across the United Nations system, and extended its full support to UN-Women to this end. He conveyed the congratulations of the Committee to the Executive Director of UN-Women who, on the normative side, had taken a major step forward for the system.

13. Mr. Steiner also recalled that at its last session, following a presentation by the Coordinator of the regional commissions on the independent study on the regional dimension of development and the United Nations system, CEB had asked the Committee to review the recommendations and report back. The Committee had a very rich discussion on the emerging trends, particularly the notion of a "new regionalization", associated with the United Nations system's engagement with regional processes and initiatives, and how this engagement related to the system's global and country-led work. The Committee found that the study contained a number of very interesting elements that needed to be further examined. The issue of the regional dimension of development was one of several that the Committee believed merited more reflection to ensure a deeper understanding of trends and a coherent and collective response by the United Nations system in light of them. This was particularly important as the system worked towards a post-2015 development agenda.

14. The Chair informed the Board that the Committee continued work, mandated by the Board at its session during the second quarter of 2011, to strengthen the system's strategic and coherent response to the challenges of disaster risk reduction, under the leadership of the International Strategy for Disaster Reduction. He highlighted the excellent leadership provided by the International Strategy for Disaster Reduction in this regard.

15. He also noted the decision by the Committee to extend the mandate for another two years of its Working Group on Climate Change, under the dedicated chairmanship of Elena Manaenkova of WMO. The Committee agreed to include the key issue of "mitigation" as an additional priority focus for the Group in the period ahead, and encouraged the Group to pursue further its work to enhance strategic, programmatic and operational coherence and coordination of United Nations system work at all levels, in collaboration with the United Nations Development Group Task Team on Environmental Sustainability, Climate Change and Rio+20. Given its landmark work, the Committee also agreed to invite the Intergovernmental Panel on Climate Change to participate in the Working Group.

16. Mr. Steiner drew the attention of the Board to two action points that the Committee had reviewed and proposed for endorsement by the Board. These included the plan of action for the overall review of the implementation of the outcomes of the World Summit on the Information Society and the United Nations plan of action on the safety of journalists and the issue of impunity.

17. The Chair underscored that throughout the Committee's recent session, and in particular in its discussions on the regional dimension of development, the quadrennial comprehensive policy review and the paper on a fairer, greener and more sustainable globalization, the Committee had been especially cognizant of its mandated role in identifying and responding coherently to emerging global challenges that impacted on multilateralism and the position of the United Nations system in that context. Given these, and looking ahead to and beyond Rio+20 to the articulation of a post-2015 development agenda, the Committee considered it timely to review at its twenty-fourth session its workplan and working methods in greater support of the Secretary-General and members of the Board.

18. Mr. Steiner concluded by expressing his admiration for the spirit and attitude displayed by the Committee. He noted that the Committee was truly a body in which a system-wide philosophy and mentality reigned over individual institutional positions. This, he felt, was a credit to those appointed to represent their organizations and it was a privilege and pleasure for him to serve as Chair of the Committee.

19. The Secretary-General of ITU, Hamadoun Touré, started by highlighting that this was the first "paperless" CEB meeting as part of the United Nations system's efforts to support sustainable development. He then recalled his briefing to CEB at its session during the second quarter of 2011, during which he had raised the need to conduct an overall review of the implementation of the World Summit on the Information Society outcomes in 2015. He reminded the Board that the Summit had been held in two phases, in 2003 (Geneva) and 2005 (Tunis). The Summit had the objectives of fostering a clear statement of political will and taking concrete steps to establish the foundations for an information society for all, reflecting all the different interests at stake. CEB had agreed to his proposal to task the United Nations Group on the Information Society, under the leadership of ITU, to carry out an open consultation on the overall review, and to report back to CEB for endorsement.

20. Mr. Touré informed the Board that the open consultation process, which had taken place from May to October 2011, had benefited from the participation of all stakeholders. It had been structured in six phases and led to the elaboration of an action plan containing two components: (a) the expected final outcomes of the overall review process, including a forward-looking document setting the agenda beyond 2015 (a negotiated text), as well as series of evaluation reports; and (b) the proposed preparatory process and meetings within the framework of the overall review up to 2015. He noted that the process had involved close collaboration with the Economic and Social Council and the Commission on Science and Technology for Development.

21. He added that the action plan built on existing mechanisms, and included two major multi-stakeholder meetings on the Open Consultation Process on Overall Review of the Implementation of the World Summit on the Information Society Outcomes: the first to be hosted by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris in 2013, and the second, concluding meeting (a high-level event) to be hosted by ITU in 2014. The annual World Summit on the Information Society forum should serve as the platform for preparations for these two meetings.

22. The Secretary-General of ITU also noted that, following the conclusion of the open consultation process, Member States of the ITU governing body, the ITU Council, took note with satisfaction of the outcomes, and appreciated its multi-stakeholder and inclusive character. They resolved to support the organization of a high-level event on the overall review, to be held in 2014 in conjunction with the ITU World Telecommunication Development Conference. Egypt would act as host.

23. Mr. Touré informed the Board that Member States had also instructed him to propose to CEB that ITU should play a leading managerial role in the process of the overall review of the implementation of the World Summit on the Information Society outcomes building on existing mechanisms in the United Nations, seeking both synergy effects and cost efficiencies. Furthermore, during its sixty-sixth session, the General Assembly had reaffirmed its role in the overall review and had decided to consider the modalities for the review process during its sixty-seventh session.

24. As noted by the Chair, the Committee had reviewed and proposed the action plan for the endorsement of CEB. He added that the Committee had expressed appreciation for the plan and had resolved to support the series of relevant events to be held in the run-up to the overall review process. Some concerns were raised with regard to the number of meetings and reporting requirements included in the plan and views were expressed that the number of meetings and reports should be minimized. The Secretary-General of ITU had taken good note of this and would endeavour to use remote participation tools wherever possible.

25. He concluded by extending an invitation to CEB members to attend the World Summit on the Information Society Forum in 2012, which would be taking place in Geneva from 14 to 18 May 2012. The Forum would launch multi-stakeholder preparations for the overall review of implementation of the World Summit on the Information Society outcomes, as well as providing an excellent opportunity for important discussions on the role of information and communications technologies for sustainable development, in the context of the upcoming Rio+20 Conference.

26. The Director-General of UNESCO, Irina Bokova, briefed the Board on the United Nations plan of action on the safety of journalists and the issue of impunity. Over the last decade, more than 500 journalists and media workers worldwide had been killed, and many more wounded, while carrying out their professional responsibilities. According to the latest biennial report on the safety of journalists and the danger of impunity, released by UNESCO in March 2012, 62 journalists had been killed in 2011. It was most alarming that, in most cases, these journalists had not been reporting on armed conflicts but rather on local stories, often related to corruption and such illegal activities as organized crime and drugs.

27. Ms. Bokova noted that the safety of journalists was essential to guarantee article 19 of the Universal Declaration of Human Rights, which covered the right to freedom of expression. It was also essential to protect the right of all citizens to reliable information and the right of journalists to provide this information without fearing for their security. In light of this, there had been a pressing need for organizations of the United Nations system to develop a single, strategic and harmonized approach to have greater impact on this critical issue. The United Nations plan of action, which had resulted from the first United Nations inter-agency meeting on the safety of journalists and the issue of impunity, hosted by UNESCO in September 2011, was aimed at working towards the creation of a free and safe environment for journalists and media workers in both conflict and non-conflict situations, with a view to strengthening peace, democracy and development worldwide. She informed the Board that the plan contained a number of measures that would be further refined and concretized during a follow-up inter-agency meeting in Vienna in November 2012. In the meantime, at its twenty-eighth session, the International Programme for the Development of Communication, held on 22 and 23 March 2012, had adopted a decision that commended progress made in the preparation of the plan of action.

28. The Secretary-General thanked Ms. Bokova for the important work done by UNESCO in this area and for having initiated the plan of action. He stressed the vital role played by journalists and media workers, who often risked their lives to provide information to the public that would often not otherwise be available. He had used his authority to help to intervene in cases of abduction of such personnel, working behind the scenes to ensure their release from captivity.

29. **CEB members thanked the Chair of the High-level Committee on Programmes, the Secretary-General of ITU and the Director General of UNESCO for their reports.**

30. **The Board welcomed the Committee's recommendation that UNFPA and IOM be invited to prepare, in collaboration with the Global Migration Group, a set of draft outcomes and recommendations on migration in preparation for the 2013 High-level Dialogue on International Migration and Development. It proposed that UNFPA and IOM, in collaboration with the Global Migration Group, complete its analysis by January 2013, enabling the High-level Committee on Programmes to provide for system-wide consultation in preparation for the CEB session in the second quarter of 2013.**

31. **On this basis, and with reference to the relevant decisions taken on preparations for Rio+20 (see paras. 110 to 113, below), the Board endorsed the report of the High-level Committee on Programmes on its twenty-third session, as well as the plan of action for the overall review of the implementation of the**

outcomes of the World Summit on the Information Society and the United Nations plan of action on the safety of journalists and the issue of impunity.

B. United Nations Development Group

32. The Chair of the United Nations Development Group, Helen Clark, introduced the Group's report on its meeting held on 3 February 2012 and provided an update from its Advisory Group principals' meeting held on 12 April 2012. The Chair highlighted some of the key milestones that would affect the United Nations development system in the year ahead, including the Fifth High-level Intergovernmental Conference on Delivering as One, the Economic and Social Council session of 2012, the Development Cooperation Forum, the United Nations Conference on Sustainable Development, the follow-up to the Fourth High-level Forum on Aid Effectiveness, the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system and the development of the post-2015 framework.

33. With respect to the quadrennial comprehensive policy review, the Chair noted that the United Nations Development Group had been thinking through some of the key elements to be considered in the quadrennial comprehensive policy review process. In this regard, the Chair emphasized the United Nations system's relevance and unique contribution owing to its legitimacy, convening power, universal presence, depth and breadth of expertise that resides in the United Nations development system, ability to offer Governments policy support and innovative solutions and ability to draw on a wide range of expertise to support Governments to deal with cross-cutting issues. As part of the quadrennial comprehensive policy review preparations, the Chair noted that the Department of Economic and Social Affairs of the United Nations Secretariat had commissioned a number of studies on key elements of the quadrennial comprehensive policy review to inform the Secretary-General's report, which would be submitted to the Economic and Social Council for consideration by Member States. With regard to the emerging findings of the studies, the Chair highlighted the need to find the right balance between effective coordination and light structures. She further noted the need for incentive systems that bring the system together, including in terms of funding.

34. With regard to the preparations for the United Nations Conference on Sustainable Development, the Chair noted that the Development Group had been actively engaged in the preparations for the Conference, in particular advocating for greater balance between the three pillars of sustainable development. In this regard, she noted the need to strengthen the focus on the social and economic aspects of sustainable development in the draft outcome document. This will be of particular importance as the Rio+20 outcome is likely to feed into the characteristics of the post-2015 framework. The Chair stressed the important role of the United Nations development system in driving forward the sustainable development agenda in follow up to Rio+20.

35. With respect to the post-2015 framework, the Chair noted that the Secretary-General had requested the Department of Economic and Social Affairs and UNDP to take the lead in coordinating the assessment of ongoing system-wide efforts, and propose a road map for the definition of a post-2015 development agenda, in

consultation with stakeholders. To support this work, country consultations were to be undertaken to broaden the analytical base for global goals.

36. The Chair informed CEB about the Development Group's follow-up to the Fourth High-level Forum on Aid Effectiveness and reflected on some of the key messages conveyed by developing countries. In this regard, she highlighted the need to support the development of national capacities, to ensure the provision of vital services and functions. She further emphasized the responsibility of development assistance providers to reduce fragmentation. While the diversity of development cooperation actors was welcomed by programme countries, a call had been made for these actors to be well coordinated. The Chair noted that the implementation of the Forum's outcomes would be further discussed during the upcoming Development Cooperation Forum.

37. In follow-up to the report of the High-level Panel on United Nations System-wide Coherence, the Chair noted that donors had provided funding support for coordination. This support had, in addition to funding coordination capacity in programme countries, also funded strategic planning capacity and integrated approaches in crisis and transition countries, analysis and strategic planning for United Nations Development Assistance Framework preparation and country support provided by the regional United Nations Development Group teams. The Chair informed CEB of Economic and Social Council resolution 2011/7, which calls on the United Nations Development Group to conduct a review of existing funding modalities in support for the resident coordinator system, including appropriate burden-sharing arrangements among relevant United Nations organizations, and to make recommendations to improve the provision of resources and support for the resident coordinator system at the country level, to be reported by the Secretary-General to the Council. The Chair noted that the review had begun and would be completed in time for the Council segment on operational activities in 2012.

38. **The Board took note of the progress and endorsed the report of the United Nations Development Group.**

C. High-level Committee on Management

39. The Vice-Chair of the High-level Committee on Management, Jan Beagle, Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS), introduced the report of the Committee on its twenty-third session.

40. The High-level Committee on Management held its twenty-third session on 15 and 16 March 2012 in Madrid. For the first time, the event was hosted by the World Tourism Organization, which also provided a very successful rehearsal for the CEB session to be held in the second quarter of 2013.

41. Ms. Beagle paid tribute to the outgoing Chair, Josette Sheeran, for her energy and commitment in chairing the Committee. She recalled the way Ms. Sheeran had always emphasized that the work of the Committee, which was not always so visible, was essential in building a stronger United Nations system, increasing its focus on results, its credibility and its ability to help those who needed it most.

42. The Vice-Chair reported on the follow-up to the Committee's preliminary work on how the United Nations system could "do more with less", which was presented at the CEB session held in April 2011. During 2011, Committee member

organizations had redoubled their efforts to leverage the wealth of knowledge and experience made available on efficiency and cost effectiveness within the United Nations system.

43. The High-level Committee on Management had pursued three major objectives: (a) to improve business models and make management and administrative processes more coherent and compatible across the United Nations system; (b) to generate cost efficiencies while improving the quality of delivery; and (c) to introduce the cultural changes required for modernizing the working environment. The overriding purpose was to support organizations to deliver programmatic results.

44. The Committee had placed a lot of emphasis on identifying and mainstreaming best practices, while also learning from successes and mistakes to date. The Committee had completed a comprehensive compilation and analysis of measures put in place across the United Nations system with the aim of improving efficiency and cost controls, as well as of difficulties with which Committee member organizations were confronted when pursuing efficiency and effectiveness gains.

45. The Vice-Chair quoted two examples from this work. A self-booking tool, resembling Expedia or Ebookers, had been jointly implemented by two Geneva-based organizations, considerably reducing travel booking charges. Having learned of this initiative through the Committee, a third Geneva-based organization was also implementing the tool. If more organizations participated, costs would continue to decline.

46. The second initiative was an example of IT-enabled cost-efficiency measures, namely, the remote participation platform adopted by ITU. Many of the Committee's member organizations were looking at how to replicate this successful innovation in conference and meeting services. This was presented and appreciated as a new way of doing business that helped to modernize the Organization's organizational culture, transparency and attractiveness to external partners as well as to young people. The Vice-Chair welcomed the appointment of Hamadoun Touré of ITU as Chair of the ICT Network as an opportunity to give impetus to the efficiency and modernization agenda of the Committee through the use of ICT.

47. The Vice-Chair acknowledged that, while organizations had different business models, many change management initiatives under way in the system converged and/or were complementary. She informed the Board that member organizations had agreed to continue to share best practices and, to ensure that action was taken, had accepted the challenge to implement at least three cost-cutting and efficiency measures in each of their organizations in the coming year, and to share progress made and lessons learned after one year.

48. Another priority of the High-level Committee on Management had been to accelerate projects that were already ongoing as part of the Committee's Plan of Action for the Harmonization of Business Practices. These projects scored high on the impact scale of potential savings against relative difficulty of implementation. Owing to economies of scale resulting from implementation by multiple organizations, the high impact of those projects was also attributed to the coordination role of a lead agency and to the project development and implementation by networks of experts.

49. The Vice-Chair outlined two initiatives which were projected to yield returns that were large multiples of their original investment. The first example related to

collaborative procurement: significant savings had already been made by means of common procurement in some large duty stations. In Rome and Geneva, for example, organizations had established joint purchase groups for some products and services, such as electricity, travel agency and visa processing services. On a broader front, efforts were under way to increase collaboration on procuring supplies and services that were common right across the United Nations system. Cargo insurance contracts were expected to be issued within the year, and new contracts for international freight forwarders had been issued and were well under way. In addition, collaboration was beginning among 11 organizations on vehicle procurement, an area in which the system's annual expenditure was some $300 million.

50. The second example related to the feasibility study on common treasury services completed in 2011 by KPMG. The Committee had approved the implementation of four recommendations made by KPMG in the study, with respect to banking services, foreign exchange management, investments and payments. All of those projects held significant potential for additional efficiencies and cost savings. They had been established on an opt-in/opt-out basis, but were seen to require a critical mass of organizations in order to be effective.

51. The Vice-Chair explained that this was a complex area of work, mainly because harmonization and efficiency projects often implied giving up some individual decision-making authority by each organization and sometimes presented legal obstacles. There were no generally accepted methodologies for calculating such savings, and there was often a lack of incentives. Support and commitment from heads of organizations would therefore be required for those initiatives to reach their full potential.

52. Supporting organizations to attract and retain a talented and mobile workforce was at the heart of the Committee's agenda. In that context, the Vice-Chair reported that the Committee had given priority to the development of tools to support increased mobility within and between organizations. One limiting factor had been the lack of a universally accepted, comprehensive inter-agency mobility framework.

53. The Vice-Chair was pleased to report that the Committee had agreed to approve the Inter-Organization Agreement Concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances, effective 1 January 2012, and to discontinue all other existing frameworks.

54. This Agreement provided the first building block of a framework to foster mobility throughout the system. Challenges remained, including recognition of grades awarded in other organizations, the right of return and recognition of contractual status. The Human Resources Network had established a working group, under the leadership of the Secretariat, to address those issues. The Committee was also working to harmonize recruitment processes for General Staff and National Officer positions at the country level, which had been identified as an obstacle to "Delivering as one" by the joint mission conducted by the United Nations Development Group and the Committee.

55. The Committee had made consistent progress on its work on safety and security, led by Gregory Starr and Susana Malcorra, and with high-level engagement by all Committee members.

56. The new security level system had been implemented and the last outstanding piece, the programme criticality framework, was to be rolled out in 12 high-priority countries. This came after extensive consultation at Headquarters and in the field, including field testing in Somalia, Kenya and the Democratic Republic of the Congo. A consolidated progress report, with lessons learned and recommended adjustments, was expected early in 2013.

57. The Committee had also approved a series of new and updated policies on arrest and detention, close protection, hostage incident management, relations with the host country on security, and fire safety. Nevertheless, considerable challenges remained. The Vice-Chair noted that the Policy Committee had recently focused on some key issues relating to the United Nations system's duty of care in providing comprehensive and sensitive support to staff members and families affected by critical incidents while serving the United Nations. She assured the Board that consideration of those issues would be a priority for the Committee in the coming months.

58. The Vice-Chair informed the Board that the Department of Safety and Security and the Inter-Agency Security Management Network were developing a clear policy and guidelines for the use of private security companies. OHCHR was addressing issues in the draft policy with human rights implications. A model contract had also been produced and an agreed common approach, inclusive of any special contractual modality for the use of armed private security personnel, was expected for submission to the Committee and CEB at their sessions in the fourth quarter of 2012. In view of the sensitivity of the issues involved, the Vice-Chair encouraged senior management to provide input on the proposed policy and guidelines.

59. Finally, the Vice-Chair noted that the Committee had discussed the growing costs of security. This was a consequence of how environments in which the United Nations was called on to operate had deteriorated, as well as of the way the United Nations system had chosen to respond: by adopting the "how to stay" approach.

60. United Nations organizations had yet to find a consistent, financially sound and politically acceptable approach to include safety and security as part of programme costs. Solutions must be devised to ensure that the resources needed to enable staff to operate in safe and secure conditions were available in a predictable and timely manner.

61. The Committee considered that organizations should, both individually and collectively, continue to explore approaches to link safety and security budgets to programmes, and to engage Member States in that important discussion.

62. In concluding her briefing, the Vice-Chair echoed the comments made by the Chair of the High-level Committee on Programmes in commending the progress achieved by UN-Women in the development of the system-wide action plan for implementation of the United Nations system-wide policy on gender equality and the empowerment of women. The Committee had welcomed the collaborative approach and inclusiveness of UN-Women in developing and implementing the plan, which had been piloted in several organizations. The plan represented an important step to accelerate gender mainstreaming in policies and programmes, and to promote gender equality in the United Nations system.

63. Mr. Touré, newly appointed Chair of the ICT Network, took the floor to thank members for the new responsibility that the Board had entrusted to him. He

wholeheartedly embraced that challenge, assuring colleagues that he would spare no efforts in building on Angela Kane's impressive legacy.

64. Under his guidance, the Network would focus on: increasing the global awareness of the strategic importance of ICTs in helping the United Nations system to deliver on its mandate; becoming more client-oriented when responding in a timely matter to Member State requests; and using ICTs to help to improve working methods, including, inter alia, through paperless meetings, remote participation and social networks.

65. Looking forward to the next meeting of the ICT Network, Mr. Touré underlined his firm belief that a robust ICT Network was the backbone of the future United Nations system, and that like any backbone, it would help to unite the many strengths of the separate organizations so as to deliver as one.

66. **CEB took note of the progress and endorsed the report of the High-level Committee on Management on its twenty-third session.**

System-wide action plan on gender equality and the empowerment of women

67. The Executive Director of UN-Women, Michelle Bachelet, introduced the system-wide action plan on gender equality and the empowerment of women by thanking the Board for the unanimous and strong support its members had shown, from the endorsement of a system-wide policy on gender equality and strategy on gender mainstreaming in 2006 to the inclusive and consultative process that had led to the development and piloting of the plan and its resounding approval by the High-level Committee on Programmes and the High-level Committee on Management.

68. In the words of the Executive Director, the system-wide action plan represented a great example of what the United Nations system could do when it delivered as one. She stressed that the system had to move ahead to its full implementation.

69. The system-wide action plan was already commanding political support and appreciation from Member States. For the first time, the United Nations system would have a set of common measures with which to measure progress in gender mainstreaming across the system as a whole. The system was already seeing good alignment with the system-wide action plan performance indicators, a process that was expected to be stepped up during 2012.

70. The United Nations system needed to urgently build on that achievement and take it a step further by mainstreaming gender equality and women's empowerment across the full spectrum of United Nations activity. Gender equality and women's empowerment were indeed key to meeting most of the challenges that the United Nations was facing, from food security to sustainable development. In that regard, the choice by the Secretary-General to make women's empowerment one of his five priorities for his second term represented an enormous sign of commitment.

71. The very first common test for the system-wide action plan would be whether the United Nations system would manage to ensure that gender equality and women's empowerment be highlighted as a priority in the final outcome document of Rio+20 and in whatever agreement would be found on the sustainable

development goals and the post-2015 Millennium Development Goal agenda. This was something that UN-Women could not do alone and for which the United Nations would need to deliver as one.

72. In accordance with the mandate provided by the UN-Women strategic plan, Ms. Bachelet indicated that UN-Women would also request the support of CEB to adopt and approve a joint guidance note on temporary special measures in order to build a common approach for the United Nations system on policy advice related to temporary special measures to promote women's leadership and participation in decision-making. Outcome 1.6 on temporary special measures, including quotas, represented one of the most effective tools for overcoming structural discrimination against women in politics. The proposed target time frame remained approval by CEB by mid-2012.

73. Ms. Bachelet concluded by stressing the importance of monitoring and evaluation, i.e. the development of one or several gender markers common to the United Nations system that would produce tracking data that was both agency-relevant and could be compared and aggregated among United Nations entities and across the system.

74. In that respect, UN-Women, as Chair of the United Nations Development Group Task Team on Gender Equality and working through the subgroup on accounting for resources for gender equality co-chaired by UNDP and the United Nations Children's Fund (UNICEF), was stepping up work on the development of a paper on common principles to make the various United Nations gender marker systems and the measurement of gender-related programming expenditures more comparable.

75. That paper, which had been expected to be ready by May 2012, would propose principles and common standards on design, implementation/quality assurance and reporting for gender marker standards. On the basis of that paper, UN-Women would be able to engage in discussions with the High-level Committee on Programmes and the High-level Committee on Management so as to present a first system-wide report on gender markers to CEB as soon as possible.

Review of the Board's role and functioning (second phase)

76. The Secretary-General recalled that the initial phase of a review of the Board's role and functioning had been undertaken between 2007 and 2009, under the aegis of the Directors General of the International Labour Organization (ILO) and the World Trade Organization (WTO). It had been agreed then to take up the matter again, in a few years' time, to assess the implementation of decisions taken and revisit outstanding issues.

77. The Secretary-General decided, at the start of his second term, to propose the launch of the second phase of the review and asked the Director General of UNESCO and the Executive Director of UNFPA to take up that task. He added that the second phase would include the review of the consolidation of the CEB secretariat in New York, pursuant to General Assembly resolution 66/246.

78. **The Board concurred with the proposal and noted that the Secretary-General would write to members outlining the terms of reference for the exercise. Ms. Bokova and Mr. Osotimehin would be consulting members in the**

coming months, with a view to reporting back to the Secretary-General in the second half of the year. The final outcome of the review would be taken up by the Board at its session in the second quarter of 2013.

III. Issues of system-wide concern: final preparations for Rio+20

79. In introducing this item, the Secretary-General stressed that delivering on sustainable development commitments was a top priority for Member States and a centrepiece of his Five-Year Action Agenda. The Rio Conference was a once-in-a-generation opportunity that must be successful. He was using every opportunity to urge world leaders to maintain a high level of ambition and counted on the presence of CEB members at the Conference. Indeed, the role of the United Nations system was crucial both in the lead-up to the Conference and beyond. It needed to be ready to present a series of compacts, action plans and other deliverables for each of the main priorities of the Conference.

80. The Secretary-General urged CEB members to come to Rio+20 with concrete voluntary commitments to announce, so as to help to make the Conference one of action and implementation. He referred to initiatives under way, on sustainable energy for all and on oceans, and highlighted the importance of other areas such as food security, water and employment. In addition, he noted that the report of the High-level Panel on Global Sustainability had offered useful analysis and ideas, and was pleased that many of the initiatives and actions in the current negotiating text were aligned with the report's recommendations. He added that CEB itself, through the Rio+20 Principals Group, had provided input for the compilation text. At the country level, the United Nations system had also supported almost 80 developing countries in their preparations for the Conference.

81. He stressed that, given the significant differences among Member States on many key issues, such as on how to strengthen the institutional framework for sustainable development, it was particularly important for the United Nations system to speak with one voice. Reaching a successful outcome would require leadership by the bureau of the Preparatory Committee, a strong political will, a willingness to compromise and the direct commitment and participation of United Nations system leaders. The outcome of the Conference, in his view, would have long-term implications for the United Nations system; the collective challenge for the system would be to strengthen linkages among the various processes and gain clarity on its future direction on sustainable development within the global development agenda.

82. The Under-Secretary-General for Economic and Social Affairs and Secretary-General of the Conference, Sha Zukang, briefed the Board on the status of preparations and negotiations. He was pleased to note that Member States had already shown their commitment to the Conference by pledging to send high-level delegations. Over 130 Heads of State, Vice-Presidents, Heads of Government and deputy Prime Ministers had been inscribed on the speakers list; the confirmed number of Heads of State and Government thus now exceeded the total of 108 present at the Rio conference in 1992. The host country agreement had been signed on 5 April 2012 and the official transfer of the Conference site to United Nations jurisdiction had taken place on 5 June. Many logistical issues had been covered, including with regard to the Riocentro premises, the infrastructure and technical requirements, the

media centre, as well as office accommodation, hotels and transportation. Over 650 side events would also take place, both within and outside the Conference premises.

83. Mr. Sha informed CEB that, as was the case with all intergovernmental negotiations, the Rio+20 outcome negotiation process had proved arduous to date. Member States, major groups and international organizations had provided over 6,000 pages of input to the zero draft of the outcome document, entitled "The future we want". At the request of the Co-Chairs, the Conference secretariat then produced a 17-page zero draft on their behalf. Subsequently, Member States provided written amendments. With the first reading now completed, and all amendments added, the compilation text now stood at 206 pages, reflecting the continued divergence of views and positions. The Co-Chairs offered to provide a streamlined text prior to the resumption of negotiations, to be held from 23 April to 4 May.

84. He stressed that there remained some 13 negotiating days until the Conference in which to reach consensus. While fully aware of the challenges ahead, delegations were committed to a high level of ambition for Rio+20, anchored on action. Many argued that the outcome of Rio+20, while building upon earlier achievements, should not merely be a repetition of Agenda 21 or other treaties or agreed outcomes. They emphasized that it should focus on actions and concrete steps forward that addressed implementation gaps and gave shape and form to the vision of "the future we want". There were repeated calls for bold action and ambition.

85. Mr. Sha informed the Board that he had been urging delegations to try their best to accomplish deliverables of fundamental significance for poverty reduction and the common well-being of all nations, in priority areas such as food, water and energy, and to deal with emerging challenges such as urbanization, jobs, oceans and disasters. He had also encouraged them to focus on action relevant to country circumstances for a green economy in the context of sustainable development and poverty eradication, by means of either a framework for action or a road map. He added that many delegations had called for sustainable development goals and the right institutional framework, including a sustainable development council and a strengthened UNEP.

86. Mr. Sha also reviewed the main issues currently under negotiation. With regard to the green economy, there was an emerging convergence of views. Member States tended to agree, for instance, that a green economy: (a) should be inclusive and equitable and address the social agenda; (b) should respect country ownership and priorities; and (c) should avoid protectionism and aid conditionality. At the same time, developing countries in particular had emphasized the risks and costs of moving to a green economy. Their main focus was on how to support countries as they implemented green economy strategies and policies, including how to finance the investments. A road map with a menu of policy options and milestones was among the proposed amendments to the framework of actions.

87. On the theme of the institutional framework for sustainable development, there was now greater clarity. Delegations shared emphasis on the three guiding principles: (a) integration of the three pillars; (b) enhanced review and reporting; and (c) addressing continuing, new and emerging challenges. In this regard, several Member States had called for an enhanced role of the General Assembly and Economic and Social Council in addressing the sustainable development agenda. Others had expressed support for creating a high-level sustainable development council under the auspices of the Assembly or the Council. While there was little

support for continuing the Commission on Sustainable Development in its current form, some were still asking if there was a way to upgrade it. There was universal support for strengthening UNEP but divergence remained on how to achieve this. Some pointed to universal membership, while others called for transforming UNEP into a United Nations specialized agency. Many were also calling for a strengthened financial base for UNEP.

88. Mr. Sha added that there was emerging consensus that at the very least, Rio+20 could launch a process leading to sustainable development goals and define the principles that guided their implementation. The goals would cover a range of issues: food security, energy, water, land degradation, decent work, disaster risk reduction, oceans and sustainable urban planning — known as the "7 plus priority areas". He reminded the Board that the initial zero draft had contained 15 areas in all. During recent negotiations, however, Member States had added 11 more areas, so it had become 7 plus 19 or a total of 26 areas. He also highlighted the proposal on a compendium of voluntary commitments, which might complement, in a significant way, the official outcome document.

89. In summing up, Mr. Sha recalled that the outcome document should represent a focused political document. There was an expectation that it should be concise, action-oriented and ambitious. At present, the text seemed to contain too much detail by creating a long list of important areas. Positions still remained far apart. While the negotiations would continue to be arduous, he remained optimistic. Thus far, delegates appreciated a chance to air their views and suggestions. Their amendments reflected the overall expectations of their constituencies. Most importantly, they had been conducting their exchange of views in an open, frank and sincere way.

90. The Chair of the High-level Committee on Programmes, Achim Steiner, briefed the Board on action taken by the Committee, which was aimed at helping to contribute to increased coherence and synergy within the United Nations system on sustainable development. First, he was pleased to introduce the draft CEB joint statement for Rio+20, recalling that it stemmed from an agreement in CEB to issue a joint statement closer to the Conference as a "clarion call" for renewed political commitment and scaled-up actions for sustainable development. The draft statement communicated the United Nations system's collective position of support for Member States in taking forward the outcome of the Conference. In this connection, he noted the very favourable response by Governments to the joint preambular text that CEB had adopted at its last session, which had successfully conveyed the unity of the United Nations system's collective readiness to help the world's nations and peoples to make sustainable development a reality.

91. Mr. Steiner added that the High-level Committee on Programmes had also considered and found merit in the proposal to hold a high-level CEB side event at Rio+20 under the leadership of the Secretary-General and with the participation of CEB executive heads attending the conference. The concept note was under preparation; further details would be provided to executive heads shortly.

92. The Chair also introduced the draft compact entitled "The oceans compact: healthy oceans for prosperity", which had been agreed upon at the session of the High-level Committee on Programmes, following a process of system-wide consultation on a longer paper developed by a group of experts. The version of the compact before CEB was the short version. It contained a framework for action,

aligned with the provisions of the 1982 Convention on the Law of the Sea, with the goal of achieving healthy oceans for prosperity. It set forth three goals: (a) improving the health of the oceans and protecting people depending on them; (b) protecting, recovering and sustaining the oceans' environment and natural resources; and (c) strengthening ocean knowledge and the management of oceans.

93. Mr. Steiner stressed that, while the draft compact could be endorsed as a document setting forth a basic level of ambition, in his view and following further consultations with United Nations system leaders, there was significant room for improvement and enhancement. An important challenge was whether the compact could call for action beyond what had already been agreed within the framework of the United Nations Convention on the Law of the Sea in articulating a future agenda for oceans, broadening the scope to also cover issues considered as priorities by the ocean policy and scientific communities, and reflected in a number of relevant intergovernmental agreements, including the Convention on Biological Diversity. Indeed, there was a growing body of scientific evidence that highlighted the areas in which action was needed and how the United Nations could be a critical player in response. He proposed that CEB should consider the inclusion of areas such as marine protected areas, ocean acidification, marine pollution and illegal and unreported fisheries, with a focus on the use of these resources and their impact on lives and livelihoods. To this end, he suggested a further effort to elaborate a more substantive and detailed elaboration of the compact over the coming weeks.

94. Turning to the issue of the Committee's work on a fairer, greener, more sustainable globalization, Mr. Steiner expressed his appreciation to CEB members for contributing in writing their views and keen insights on the draft report. He recalled that the genesis of the Committee's work, which had begun in 2009 under the inspired leadership of Juan Somavia, Director General of ILO and former Chair of the High-level Committee on Programmes, was in response to the global financial and economic crisis. As such, the Committee had since looked deeply into the lack of policy coherence as an important source of the inequalities and imbalances that characterized the results of globalization. The challenge had been how to address this lack of policy coherence to ensure that globalization resulted in more equitable, sustainable and greener outcomes for a greater number of people.

95. Mr. Steiner emphasized that the very constructive as well as critical comments provided by CEB members had been taken fully into account in the long version of the report, which was not tabled. Instead, appended to the report was a much shorter, more streamlined synthesis report prepared by a team of three under the leadership of the Vice-Chair, Elliott Harris of the International Monetary Fund. Mr. Steiner informed the Board that the synthesis report, which was being offered to the Board as a reflection piece, had been extremely well received by Committee members, who felt that it captured in a concise manner the system's thinking with respect to the challenges and opportunities of globalization, as well as the main components of a more equitable and sustainable global future. As such, it contained thinking that was under way in the United Nations system on issues of policy coherence and institutional arrangements that would be critical for the implementation of outcomes of the Rio+20 Conference, as well as in informing both individual and collective thinking regarding broader development processes, including the quadrennial comprehensive policy review and the post-2015 development agenda.

96. Mr. Steiner also highlighted work undertaken by the Environmental Management Group to advance environmental and social sustainability in the United Nations system. A two-year inter-agency effort had resulted in a report containing a framework for joint action. The Committee had taken note of this work, which had not yet been endorsed but was available to CEB for its consideration. He suggested that, in moving forward in a fully consultative manner, a lesson could be drawn from the successful elaboration of the system-wide action plan on gender equality and the empowerment of women. He also expressed the Committee's appreciation for information that had been shared with regard to the Secretary-General's High-level Panel on Global Sustainability and work being undertaken by UN-Water.

97. The Secretary-General of WMO, Michel Jarraud, thanked the Secretary-General of the United Nations for his decision to appoint an executive head as Chair of UN-Water. In the two months since he had assumed the chairmanship of UN-Water, starting with the body's annual meeting on 8 and 9 February 2012 in Zaragoza, Spain, Mr. Jarraud had been impressed by the level of expertise and coordination under way. While some might consider a membership of 30 entities as a handicap, he saw it rather as an asset, especially since the activities of the various members were quite complementary. In his view, although there were gaps to be addressed, the amount of overlap was minimal.

98. He noted that UN-Water had done a good job in communicating to the general public, but had fared less well in its internal communications, including with organizations of the United Nations system. He intended to redress that situation.

99. At the same time, he was pleased to note that relations between UN-Water and the Advisory Board on Water and Sanitation were improving. He also remarked that the level of visibility of the United Nations system at the Sixth World Water Forum, which he had attended the previous month in Marseilles, France, on behalf of the Secretary-General of the United Nations, had been a great improvement on past forums. This had allowed him to establish new linkages, in particular with the private sector.

100. Mr. Jarraud noted that the Rio+20 process needed to take into account that water issues differed according to country circumstances. UN-Water was ready to support an ambitious but realistic set of targets. In that context, it welcomed the proposal for a system-wide initiative to provide universal access to safe drinking water and adequate sanitation, which were two of the Millennium Development Goals. The challenges were how to define the initiatives and deliverables to this end, and how to articulate the targets both in terms of time and process, taking into account the varying set of concerns and conditions in countries. There was also a need to set goals for water resources management and wastewater management. He noted that in many countries, water was either not managed based on proper information or not managed at all.

101. He added that UN-Water had issued a number of practical reports to inform the discussion in Rio. These included the progress report of the Joint Monitoring Programme for Water Supply and Sanitation of the World Health Organization (WHO) and the United Nations Children's Fund, the World Water Development Report under the leadership of UNESCO and the UN-Water Global Analysis and Assessment of Sanitation and Drinking Water under the leadership of WHO. As the Chair of UN-Water, he also looked forward to continuing to improve efforts following Rio+20, including strengthening the good links that already existed with

UN-Energy. In this connection, Mr. Jarraud thanked Mr. Yumkella for attending the World Meteorological Day event and speaking about the link between water and energy.

102. One final concern that he shared with CEB members had to do with the Millennium Development Goal goal on fresh water. Because of the difficulty in measuring the safety of water, a proxy indicator had been established that measured improved water access. This indicator proved inadequate for determining access to safe drinking water. Thus, while some 800 million people did not have access to improved water, the reality was that probably more than 1.5 to 2 billion people did not have access to safe drinking water. This issue needed to be highlighted at Rio+20 and UN-Water would continue to work to define the process to achieve ambitious and realistic goals.

103. The Chair of UN-Energy and Director General of the United Nations Industrial Development Organization, Kandeh Yumkella, noted that it was a year since he last briefed the Board and six months since the Secretary-General had established the High-level Group on Sustainable Energy for All. He thanked CEB members for their support in moving the agenda forward. There was now one overarching goal, sustainable energy for all by 2030, and three clear targets: (a) ensuring universal access to modern energy services; (b) doubling the rate of improvement in energy efficiency; and (c) doubling the share of renewable energy in the global energy mix.

104. The High-level Group had held two meetings with the participation of the Secretary-General, and three meetings of "sherpas". It generated a number of key documents: the Secretary-General's energy vision statement, a framework for action and two technical task force reports, one on access to energy and the other on how to achieve larger transformational change in the global energy architecture, dealing with the efficiency goal and the renewable goals, which were the most sensitive as they were linked to climate change.

105. Mr. Yumkella noted that as Rio+20 approached, there was a high level of goodwill, political support and interest. The post-Rio action agenda was currently being finalized and would be unveiled on 24 April at a joint High-level Group and Clean Energy Ministerial meeting in London. The document would articulate what needed to be done to achieve the goal and the targets and would cover four enabling policy areas and seven high-impact areas, including transport, buildings and appliance standards, which would need to be addressed if changes were to be made to the global energy architecture. He emphasized that the right policies would be critical to stimulate the necessary innovation, research and development and large-scale investment.

106. The Chair of UN-Energy was pleased to report on the political momentum reflected in recent months through the many meetings and dialogues initiated by Member States that were pursuing low emissions development and low carbon development strategies. There was a strong sense that the United Nations system needed to contribute to those processes. He referred to the forthcoming European Union summit on sustainable development for all. He expected an announcement on a technical assistance facility, with contributions from the European Union and others to finance capacity-building. In this connection, he noted that energy projects were very costly; the incubation period could span up to three years and could amount to some $20 million. The expectation was also that there would be a decentralized capacity-building facility allocated to countries.

107. Nevertheless, he stressed that even if success were to be achieved in building capacity in a country and in putting in place the right public policy, there was still a concern that companies would not invest at scale. To this end, a risk mitigation facility was needed and the European Union was looking into this. Together with the Chair of the United Nations Development Group, he had written to United Nations country teams announcing the European Union initiative and encouraging them to be ready to support countries as required. He highlighted that a challenge remained in aligning the various approaches within the United Nations system on low emissions development. To address this, some 10 joint missions were being fielded prior to the Rio Conference to ensure more coherent support by the United Nations system for countries. Related to this was the question of managing and monitoring the implementation of commitments on energy and sharing best practices, which might require support by the Secretariat. He expected that this issue would be further discussed at the forthcoming meeting of the High-level Group.

108. During the discussion, a number of Board members drew attention to the importance of sustainable development goals that were clear, time-bound and specific, and that combined well with processes leading to the articulation of a post-2015 development agenda. Several participants underscored the centrality of the human being and human rights to the notion of sustainability and, in particular, in addressing the linkages among the three pillars of sustainable development. In this connection, it was noted that the environmental pillar was much broader than environmental protection; it fully encompassed the need to feed and employ people, among other considerations. It was also pointed out that scientific evidence was of course critical in helping define the goals and targets, but attention should also be focused on the necessary governance reforms needed to reach them and to transition to the green economy. Another important sector highlighted was that of information and communications technology.

109. While it was acknowledged that the Rio Conference would be taking place in a difficult global context, it was important to keep in mind that the event should not be seen as an end in itself, but rather as a moment in a journey towards sustainability that had begun decades ago. Leaders of the United Nations system had an obligation to speak out on the many issues of concern to nations in their transition to the green economy and to enhance their advocacy efforts. To this end, their attention was drawn to reports produced on the green economy, including the report of UNEP entitled "Towards a green economy: pathways to sustainable development and poverty reduction" and the system-wide report, "Working towards a balanced and inclusive green economy".

110. **The Board thanked the Conference Secretary-General for his important work and expressed its appreciation to the Chairs of the High-level Committee on Programmes, UN-Water and UN-Energy for their efforts. Following a short discussion at the CEB formal session and subsequent retreat, the Board agreed to adopt the CEB joint statement for Rio+20 (see CEB/2012/4, annex III). The statement was released publicly on 20 April 2012.**

111. **Board members expressed their appreciation to the Secretary-General for the inclusion of the oceans compact in his Five-Year Action Agenda. While endorsing the short version of the oceans compact as a first step, they agreed on the need to raise the level of ambition commensurate with the expectations of the many millions of people living in coastal areas and in light of growing**

evidence on the degradation of oceans. It was felt that a more ambitious United Nations message would help to show the relevance of the United Nations system to face these major challenges. Attention was also drawn in this context to the Global Partnership for Oceans and elements of the "blue economy", as well as to relevant ongoing negotiation in the General Assembly and the review of UN-Oceans being undertaken by the Joint Inspection Unit. It was strongly suggested that the oceans compact fully take into account the serious issues being faced by small island developing States and recognize the critical importance of responsibly governing the tenure of marine space, fisheries and coastal land.

112. **Accordingly, the Secretary-General, who took careful note of the statements by the executive heads of UNESCO and UNEP, requested the Chair of the High-level Committee on Programmes to closely coordinate with all concerned entities, including UNESCO, UNEP, the Food and Agriculture Organization of the United Nations and the Office of Legal Affairs, so as to further develop the system-wide compact, identifying options and evaluating risks to determine how far-reaching in ambition the compact could be.**

113. **CEB members welcomed the synthesis report on moving towards a fairer, greener, more sustainable globalization.**

IV. Other matters

A. Institutional Integrity Initiative of the United Nations Office on Drugs and Crime

114. The Executive Director of the United Nations Office on Drugs and Crime (UNODC), Yury Fedotov, introduced the Institutional Integrity Initiative to the Board, explaining that it aimed at aligning the integrity rules and regulations of CEB members with the relevant principles of the United Nations Convention against Corruption.

115. While voluntary in nature, the Institutional Integrity Initiative provided an opportunity for the United Nations to lead by example in the fight against corruption and to publicize the significant integrity efforts of all CEB members.

116. Mr. Fedotov emphasized that the Conference of the States Parties to the United Nations Convention against Corruption had continually requested CEB members to take this Initiative forward and that the G-20 had also recently called for it to be fully implemented.

117. Following an initial request in 2007 for the integrity policies of all CEB members, the compilation of this information was yet to be completed. The Executive Director therefore underlined that, in order to successfully take forward the Initiative, the support and input of all CEB members was required, and encouraged those members that had not responded yet to do so as soon as possible.

118. Mr. Fedotov concluded by saying that UNODC intended to kick-start the Initiative with a fast track process so as to complete it within one year, with the support of CEB members.

119. This process would include three steps: (a) completion of the collection of information on CEB members' integrity rules and procedures; (b) collation of responses into an integrity report, outlining good practices, common approaches and areas where greater convergence of integrity rules with the principles of the Convention might be possible; and (c) production of an integrity protocol or declaration for CEB members, containing a broad commitment from CEB members to ensure that their integrity policies reflect the underlying principles of the Convention.

120. **The Board took note of the Institutional Integrity Initiative and committed to fully participate in the Initiative.**

B. Nomination of the new Chair of the High-level Committee on Management

121. The Board recalled that Ms. Sheeran's term as Chair of the High-level Committee on Management concluded with the Committee's twenty-third session, as did her term as Executive Director of the World Food Programme (WFP) on 4 April 2012. Following earlier consultations, the Secretary-General had proposed, and **the Board had endorsed, the nomination of Francis Gurry, Director General of the World Intellectual Property Organization, for a two-year term starting in the fourth quarter of 2012.**

C. Dates and venues of future sessions

122. With respect to the second regular session of CEB in 2012, **the Board formally confirmed the dates of Friday, 2 and Saturday, 3 November 2012, to be held at United Nations Headquarters in New York.**

123. The Board also recalled that the CEB session during the second quarter of 2013 would be hosted by the World Tourism Organization in Madrid. CEB members would be consulted on the dates later in the year.

124. The International Fund for Agricultural Development also confirmed its invitation to host the CEB session in Rome in the second quarter of 2014.

D. Tributes to departing members

125. The Secretary-General, on behalf of the Board, paid tribute to Josette Sheeran, former Executive Director of WFP, Robert Zoellick, outgoing President of the World Bank Group and Juan Somavía, outgoing Director General of ILO. Ms. Sheeran — having left her function at the beginning of April — was not present. Mr. Zoellick was not able to attend and was represented by the Managing Director of the World Bank, Caroline Anstey.

126. Adding to the words of the Vice-Chair of the High-level Committee on Management, the Secretary-General highlighted Ms. Sheeran's tireless work and leadership to ensure that WFP fulfilled its mission despite difficult circumstances; her innovative initiatives, such as the "Purchase for progress" initiative, allowing small-scale farmers to connect to markets; as well as her management reform efforts

not only within the Programme but also, prior to leading WFP, as a member of the High-level Panel on United Nations System-wide Coherence in 2006 and as Chair of the High-level Committee on Management, greatly contributing to an effective, efficient, leaner system of organizations more aligned with today's realities, constraints and opportunities.

127. The Secretary-General then asked Ms. Anstey to convey to Mr. Zoellick his deep appreciation for his leadership of the World Bank Group. He cited some of the President's significant accomplishments during his tenure, including, in particular, the launch of the Climate Investment Funds, the Bank's first general capital increase in over 20 years, and two record replenishments of the International Development Association. He also highlighted as a most significant achievement the changes he had spearheaded within the shareholding structure of the organization, helping to enhance the voice and representation of developing and transition countries. He thanked Mr. Zoellick for his strong commitment to the Bank's partnership with the United Nations, in issues ranging from the food and financial crises to disaster recovery and the fight for gender equality.

128. The Secretary-General concluded his remarks by paying tribute to Mr. Somavía's outstanding legacy, not only within CEB but within the United Nations as a whole. He had represented his country on numerous occasions, twice as President of the Economic and Social Council, as well as President of the Security Council. He had been a driving force behind the World Summit on Social Development. As head of ILO for more than 13 years, he had moved the organization's issues to the heart of the global agenda, focusing on the social dimension of globalization, putting the spotlight on people's aspirations for a fair chance for dignity and a decent job. His legacy included a number of effective initiatives, including the decent work country programmes, the Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact. Throughout his tenure, he had been a pillar of CEB, sharing knowledge and sound judgement and leading the way towards integrated thinking. A firm believer of inter-agency collaboration, he had been one of the main actors in helping transform CEB into a more a much more strategic, interactive and dynamic body and, as head of the High-level Committee on Programmes, had pulled together the multilateral system in the face of the worst economic crisis since the founding of the United Nations. The Secretary-General, on behalf of the Board, thanked Mr. Somavía for his impressive record of achievement, his compassion, hard work, vision and inspiration.

129. Ms. Anstey, on behalf of Mr. Zoellick and Mr. Somavía, thanked the Secretary-General and CEB members for the recognition of their efforts on behalf of the United Nations system.